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itSMF Australia 2010 Conference: Summary Report of ITSM Standards and Frameworks Survey

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Abstract: This report provides a summary of responses from a survey conducted to explore adoption of Information Technology Service Management (ITSM) frameworks. The survey was conducted at the itSMF National Conference in Melbourne in 2010. The questionnaire comprised questions for Corporate respondents as well as Consultants and Trainers. In total, 71 responses were received, including 11 from consultants/trainers.

The responses came mainly from large organisations representing both the public and private sectors. The vast majority of organisations whose staff responded to the survey have adopted the IT Infrastructure Library (ITIL) and are making substantial progress in implementing this framework. Many organisations are also advanced in their implementation of Prince 2, Government standards, ISO 9001, Balanced Scorecard, and ISO/IEC 27001 (Information Security). In ITSM, priority has been given to implementing the service desk function, incident management and operations management processes. Some of the processes in ITIL V3 which were not in v2 show low levels of awareness and adoption. The strongest motivating factor to implement IT Service Management is to improve the focus on IT service. The maturity level of ITSM processes is generally rated the same as previous years with many reporting as repeatable (level 2) and defined (level 3). In terms of Green IT initiatives, there has been a substantial interest in virtualisation to reduce the number of servers. Most of the respondents have completed ITIL foundation training and many have also achieved intermediate and advanced qualifications. Commitment from senior management is identified as the most critical factor for successful ITSM implementation. About 40 percent believe ITSM has met or exceeded their expectations although one third stated it is too early to tell if ITSM has delivered benefits. There is strong consensus that the major benefit of ITSM is improved customer satisfaction. Many further benefits have been realised including improved response and resolution, and reduced cost per incident.

Introduction to Report

In August 2010, a survey of ITSM standards and frameworks was conducted at the itSMF National Conference in Melbourne. Including delegates, exhibitors, speakers and itSMF staff, just over 600 participants registered for the conference, a 50 percent increase compared to 412 participants in 2009. This is the fifth time the survey has been conducted at the National Conference. Since June 2006, based on an agreement with itSMF (IT Service Management Forum) Australia, researchers from USQ have conducted research into the adoption of IT service management frameworks in Australia. In the same manner as the 2005 - 2007 surveys, one questionnaire was used: it gathered responses for Corporate delegates as well as Consultants and Trainers.

1 Introduction to Corporate Survey

The questionnaire used in the survey comprised five sections as shown in Table 1.

Table 1: Composition of survey questionnaire

Section	Topic	Number of questions
A	Organisational demographics	7
B	Current initiatives and progress	1
C	ITSM initiative, progress and green IT	5
D	Perceptions of factors contributing to success	1
E	Perceptions of ITSM effectiveness	2
F	Training and itSMF membership	3

Delegates were provided with a copy of the questionnaire at registration and requested to complete it at the conference. In total, 71 completed questionnaires were returned. These were scanned by itSMF staff using an optical mark recognition (OMR) system. The resulting Excel file was checked against the survey forms, corrected and used to perform statistical analysis. Where respondents wrote responses in the 'other' category, these responses were examined and where possible recoded into existing categories. The survey responses were anonymous, but respondents were invited to record their name, address and email address if they wished to go into the prize draw and/or receive a summary report of the results of the survey. In this report, the responses to the survey are compiled in a series of tables and figures. Important findings are highlighted. In future research, these results will be compared with the results from the surveys from previous conferences (2005 Brisbane, 2006 Sydney, 2007 Melbourne, 2008 Canberra, 2009 Sydney) to identify progress and trends.

2 Respondent Profile – Survey Section A

In total, 71 responses were received. Practitioner/Managers completed 57 questionnaires (80%), 11 were completed by Consultant/Trainers and 3 did not state their role. There were many different position titles selected and recorded by respondents. To reduce the variety for reporting purposes, all responses naming management of individual processes (e.g. service level, incident, capacity etc.) were summarised as 'Process Manager'. As shown in Figure 1, this was the most frequently reported position (38%), followed by Consultant or trainer (18%), IT Service/Support Manager (18%), CIO/IT Manager (6%). A large number selected 'other' positions: most were recoded into existing categories. The remaining nine 'other' positions reflected the lifecycle phases of ITIL V3: Service Design Manager, Service Transition Manager, Continual Service Improvement, Operations Manager; as well as other assorted roles: Service Delivery Assurance Manager, Service Improvement & Governance Manager, Solutions Architect, State General Manager, Systems Analyst.

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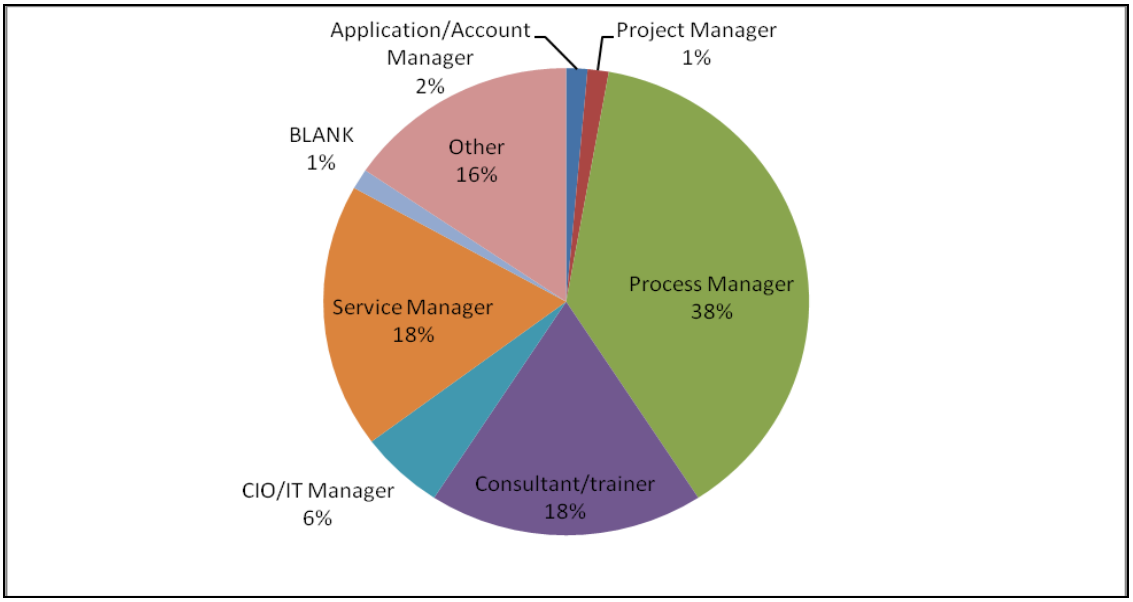

Figure 1: Distribution of respondent position in organisation

As shown in Figure 2, large contingents of respondents were from Victoria (25%) and Queensland (23%). Also well represented was the Australian Capital Territory (16%), New South Wales (14%), Western Australia (8%), and South Australia (9%).

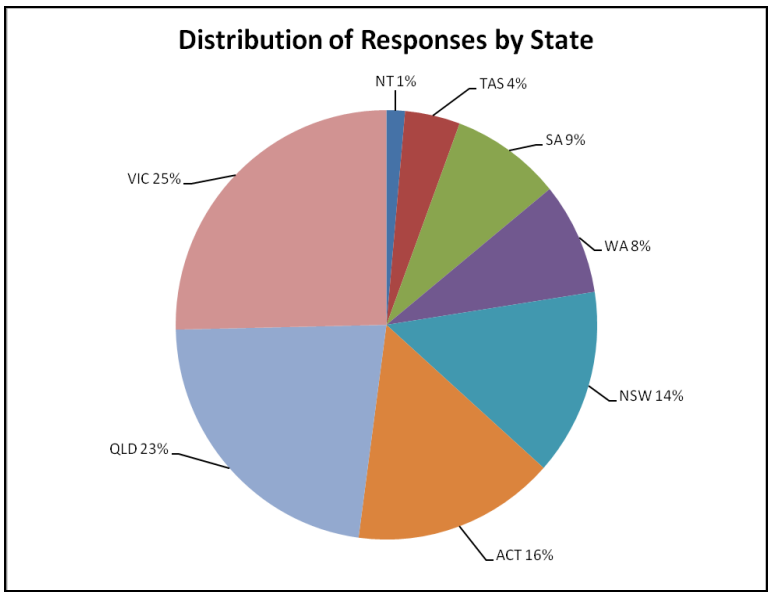

Figure 2: Distribution of responses by state

As shown in Figure 3, the Government Administration and Defence sector was strongly represented accounting for 32 percent of responses. Property and Business Services (includes IT firms) (25%) and the Education sector (14%) were also well represented. Other sectors with smaller cohorts were Finance and Insurance (9%), and Energy and Utilities (6%). Some respondents reported that they belong to "all" or "any" sectors, and others recorded Airlines, Emergency Services, Logistics/Supply Chain, Manufacturing and Construction, Resources Engineering, and Aged Care.

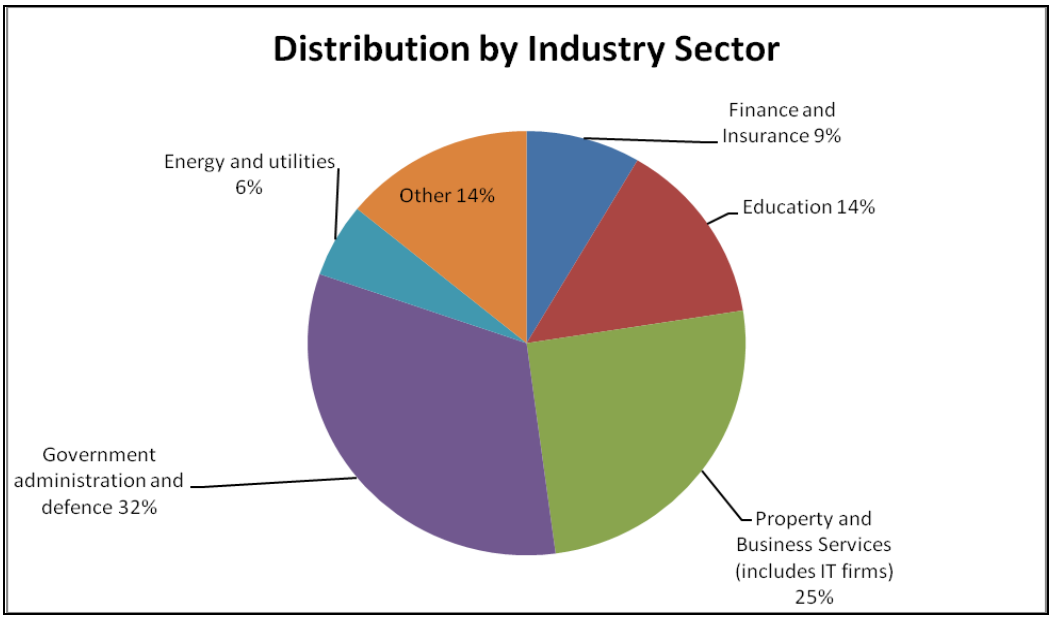

Figure 3: Distribution by industry sector

When asked about the ownership of the organisation, as shown in Figure 4, most of the respondents (65%) worked for wholly national owned organisations, which was not surprising considering the high proportion of responses from the government and education sectors.

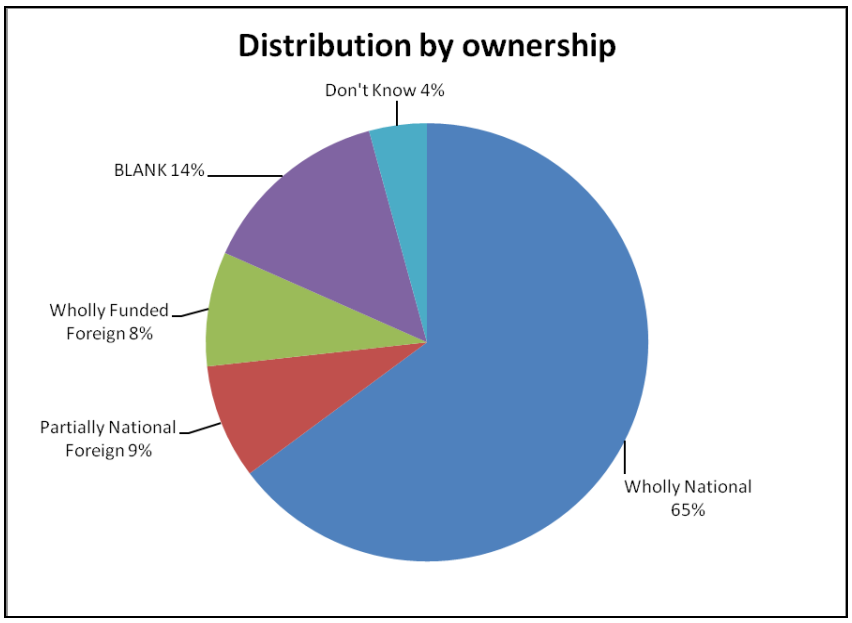

Figure 4: Distribution by organisation ownership

Most of the organisations were large with almost one half reporting an annual budget/turnover in excess of $150 million, and 47 percent represented organisations with more than 3,000 staff, as shown in Table 2. There was a trend towards larger IT departments. No respondents reported less than 20 IT staff, while 41 percent represented organisations with IT departments of more than 400 staff.

Table 2: Summary of organisation budget, total number of employees and number of IT staff

	Frequency	Percent
Annual turnover/budget		
< $10M	1	1.4%
$10m - $49m	4	5.6%
$50m - $149m	6	8.5%
$150m - $500m	10	14.1%
> $500m	23	32.4%
Don't Know	15	21.1%
Blank	12	16.9%
Total	71	100.0%
Total number of employees (Full Time)		
<20	6	8.5%
20-49	2	2.8%
50-99	1	1.4%
100-199	1	1.4%
200-499	3	4.2%
500-999	8	11.3%
1000-2999	16	22.5%
3000-4999	5	7.0%
>5000	29	40.8%
Total	71	100.0%
Number of IT professionals (Full Time)		
<20	0	0.0%
20-99	10	14.1%
100-199	12	16.9%
200-399	10	14.1%
>400	29	40.8%
Blank	10	14.1%
Total	71	100.0%

3 Service Management and Related Frameworks – Survey Section B

When asked about current initiatives related to service management, governance and quality management, considering the focus of the itSMF conference, it was not surprising that the most popular initiative was the IT Infrastructure Library (ITIL) with only one respondent reporting that they had no plans to implement ITIL. The others had either started (7% of respondents), partially (38%), largely (32%) or fully (4%) implemented the ITIL framework.

In order to compare the relative implementation of various frameworks, a five-point Likert scale was used to code the responses in order to calculate the average status of each framework: no plans to implement initiative - 0; starting to implement the initiative - 1; the initiative is partially implemented - 2; the initiative is largely implemented - 3; the initiative is fully implemented - 4. 'Don't know' and blank responses were excluded from the calculation of the average status. As shown in Table 3, recent strong adoption was reported for the PRINCE 2 project management framework. PRINCE 2 and ITIL are stable mates both originating from the OGC. Half the respondents who answered this question are in the process of implementing the PRINCE 2 framework, and six respondents reported that such a framework was fully implemented. Many organisations are in the mature adoption stage of implementing Government standards, ISO 9001, Balanced Scorecard, ISO/IEC 27001 (Information Security), and the Project Management Body of Knowledge (PMBOK).

Table 3: Implementation of ITSM and other frameworks

ITSM and other frameworks	N	Status of Implementation						Blank	Average Status
		No plans 0	Starting 1	Partially 2	Largely 3	Fully 4	Don't Know		
IT Service Management Frameworks									
ITIL	71	1	5	27	23	3	11	1	2.37
ISO/IEC 20000 ITSM	71	23	14	12	1	1	12	8	0.88
Proprietary Frameworks									
HP ITSM	71	31	2	2	3	3	23	7	0.66
Microsoft MOF	71	26	2	6	1	0	27	9	0.49
IBM SMSL	71	33	0	0	0	0	28	10	0.00
Internally developed ITSM framework	71	23	1	7	7	3	21	9	1.17
Other Frameworks									
CobiT	71	21	8	8	0	0	19	15	0.65
ISO/IEC 38500	71	22	4	2	1	0	21	21	0.38
ISO 9001	71	19	1	6	3	10	18	14	1.59
ISO/IEC 15504	71	26	0	1	1	0	21	22	0.18
ISO/IEC 19770	71	25	2	2	0	0	23	19	0.21
ISO/IEC 27001/AS7799	71	15	3	4	5	4	19	21	1.35
SEI CMMI	71	26	0	2	0	0	21	22	0.14
Balance Scorecard	71	13	6	13	7	1	19	12	1.43
Prince 2	71	14	1	12	14	6	17	7	1.94
PMBOK	71	25	0	7	4	3	18	14	0.97
Six Sigma	71	24	1	9	0	0	20	17	0.56
Federal/State Govt IT standards	71	12	0	12	8	6	18	15	1.89
Other	71	9	1	0	0	1	46	14	0.45

4 ITSM Initiatives and Progress – Survey Section C

The question exploring the organisation's motivation to adopt ITSM allowed for multiple responses. As shown in Table 4, the desire to improve the IT service focus was overwhelming in its motivation, selected by 54 of the 71 respondents (76%), followed by IT/business process integration (46%), cost reduction (27%), internal compliance (24%), and external compliance (22%). Other sources of motivation reported were to better manage a difficult service provider, ISO 20000 to differentiate from other providers, and because they are active in the ITSM market place.

Table 4: Motivation to adopt ITSM

Motivation Factor	Frequency	Percent
To improve IT/business process integration	33	46.5%
To improve IT service focus	54	76.1%
To reduce costs	19	26.8%
Internal compliance (management or business)	17	23.9%
External compliance(government or client)	16	22.5%
Other	4	5.6%
Don't know	1	1.4%

In considering the results of this survey, the role of the respondent in the ITSM implementation may have some bearing, especially when it comes to evaluating perceptions of success factors and satisfaction. Almost half of respondents reported that their role was that of process owner (42%). A substantial number of respondents were process team members (14%) and consultants (13%). Quite a few reported roles such as trainer (8%), project manager (7%), sponsor (6%), and program manager (4%). Respondents also recorded other roles: ITSM Platform Operations, Designer, writing process education, Owner.

To compare adoption of specific ITIL processes, the implementation progress of the processes was ranked using a six-point Likert scale to recode the responses to a numerical value: no plans to implement process - 0; not yet started to implement the process - 1; in early stage of implementation of process - 2; half-way stage of implementation - 3; advanced stage of implementation – 4; and completed implementation - 5. 'Don't know' and blank responses were excluded from the calculation of the average progress stage.

The implementation progress is reported in Tables 5-9 reflecting the structure of the five ITIL V3 books. The service operation processes and functions (Table 8) are most advanced in implementation, followed by the service transition group of processes (Table 7). The service desk function is the most fully implemented, followed by incident management process, change management, the IT operations management function, and problem management processes. Some of the processes in V3 which were not in v2 show low levels of awareness and adoption, for example, demand management, the 7-step improvement process, service portfolio management and evaluation.

Table 5: Extent of implementation of ITIL service strategy processes

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Service portfolio management	4	17	28	4	3	0	3	12	0.87
Demand management	4	19	21	0	4	0	9	14	0.75
Financial management	4	10	17	7	7	2	10	14	1.40

Table 6: Extent of implementation of ITIL service design processes

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Service catalogue management	1	4	28	11	8	3	3	13	1.59
Service Level Management	1	1	21	13	12	8	3	12	2.09
Supplier Management	3	9	16	9	6	4	10	14	1.55
Capacity Management	2	14	16	14	3	2	7	13	1.24
Availability Management	1	11	21	13	3	3	6	13	1.33
IT Service Continuity Management	3	6	20	11	10	2	6	13	1.63
Information Security Management	3	3	15	7	19	4	7	13	2.13

Table 7: Extent of implementation of ITIL service transition processes

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Change Management	1	0	5	11	25	14	2	13	2.87
Service Asset & Configuration Management	2	6	27	9	9	4	1	13	1.60
Service Knowledge Management	3	14	27	6	3	1	4	13	1.02
Transition Planning and Support	6	16	13	8	3	3	8	14	1.16
Release and Development Management	3	8	19	10	8	5	5	13	1.66
Service Testing and Validation	3	14	13	12	6	3	6	14	1.40
Evaluation	7	16	16	5	3	1	9	14	0.95

Table 8: Extent of implementation of ITIL service operation processes and functions

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Incident Management	1	0	2	11	24	18	2	13	3.05
Problem Management	1	1	14	11	17	12	2	13	2.45
Request Fulfilment	2	6	11	10	19	6	4	13	2.15
Access Management	3	9	13	11	9	8	5	13	1.88
Event Management	1	14	11	11	8	7	5	14	1.67
Function: Service Desk	1	1	2	9	19	25	1	13	3.16
Function: IT Operations Management	2	5	4	12	11	15	8	14	2.57
Function: Technical Management	3	8	5	11	10	11	9	14	2.24
Function: Applications Management	3	5	8	11	14	8	7	15	2.26

Table 9: Extent of implementation of ITIL service design processes

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
The 7 – Step Improvement Process	6	20	14	10	0	0	9	12	0.77
Service Measurement	2	9	15	20	4	1	6	14	1.45
Service Reporting	1	8	19	14	4	6	6	13	1.63

Respondents were asked to estimate the overall current level of maturity of their organisation's ITSM processes. Maturity levels were provided as follows:

Level 1 Initial	processes are ad hoc and disorganised
Level 2 Repeatable	processes follow a regular pattern
Level 3 Defined	processes are documented and communicated
Level 4 Managed	processes are monitored and measured
Level 5 Optimised	processes are followed and automated.

As shown in Figure 5, the largest proportion reported was for level 2 (repeatable) (40%). Eleven respondents did not answer this question.

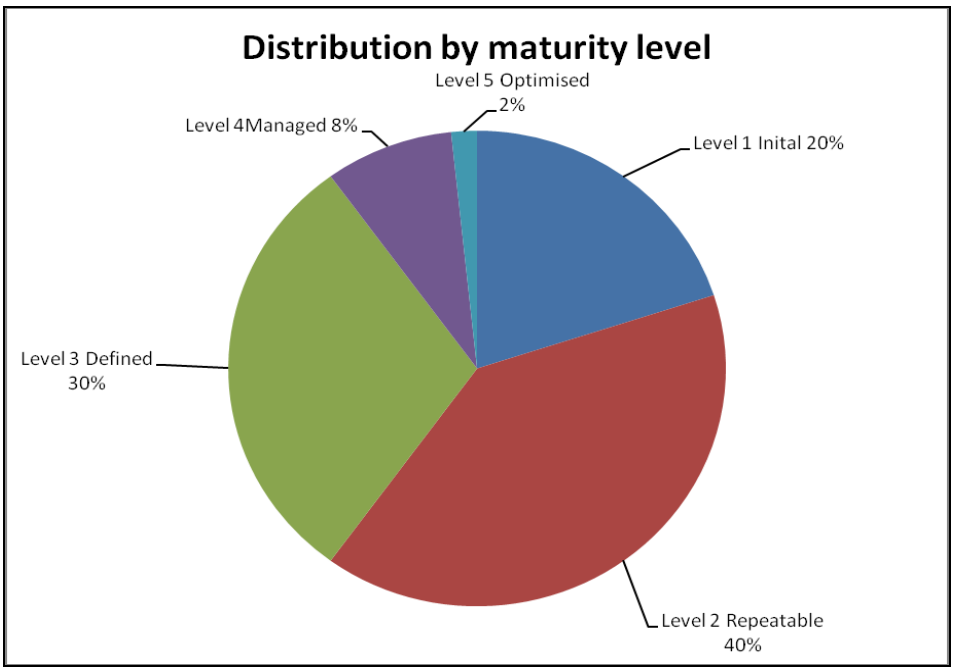

Figure 5: Distribution by maturity level

The questionnaire included a section on Green IT initiatives. As shown in Table 10, respondents reported a large variation regarding efforts towards implementation of IT Green activities. Although a handful of organisations had fully implemented most of the initiatives listed, at the other extreme, many did not know if their organisation was undertaking these Green IT actions. The initiative exhibiting the most mature level of implementation related to using virtualisation with 70 percent of respondents aiming to reduce the number of servers. In last year's survey, waste disposal was the top Green IT initiative with 93 percent of respondents indicating a policy was at some stage of implementation to dispose of IT wastes in the most environmentally friendly way possible. This year, only 58 percent of respondents indicated that they had a waste disposal policy. The change may be due to the fact that the results for this report include consultants and trainers whereas last year, a separate questionnaire was used for consultants and trainers.

Table 10: Extent of implementation of Green IT initiatives

Green IT Initiatives	Progress of implementation							Average Status
	No plans 0	Starting 1	Partially 2	Largely 3	Fully 4	Don't know	Blank	
Does your organisation have a Green-IT policy?	7	13	16	9	4	10	12	1.80
Have you included Green IT goals in the defined service levels?	13	13	4	4	1	24	12	1.06
Do you have a process for analysing power consumption of IT equipment?	13	6	10	7	3	21	11	1.51
Do you track cost-savings associated with Green tactics and strategies?	15	4	9	5	1	26	11	1.21
Do you ensure that your suppliers meet Green criteria and their products support the business's Green objectives?	14	11	5	3	3	24	11	1.17
Does your CMDB/CMS store information that helps drive Green goals?	29	8	1	2	0	20	11	0.40
Do you have a policy to dispose of IT wastes in the most environmentally friendly way possible?	6	9	18	6	8	13	11	2.02
Is your organisation shifting towards virtualisation to reduce the number of servers?	3	2	13	29	6	7	11	2.62

Five comments were recorded for other green IT initiatives: Green data centre outsourcing, move towards Green building, change physical foot print, paper reduction/PC switch off, power management using GP, user ID.

5 Perceptions Related to Success Factors – Survey Section D

To gauge their perceptions about the importance of success factors of ITIL implementation, the respondents were requested to indicate the importance of 10 factors on a scale from 1 (high importance) to 5 (low). In order to evaluate perceptions relating to success factors, a five-point Likert scale was used to weight the responses by coding the responses from five for the most important factor to one for the lowest in importance. From a total list of 10 factors, the top four are shown in Table 11 with the complete list included in the appendix (Table A.1).

It is widely recognised that management commitment and support is essential for any major process improvement initiative. Top management can take a leadership role and adopt a longer-range perspective of the benefits thus ensuring sufficient allocation of resources and overcoming organisational resistance. Consistent with this view, by far the most important factor identified by the respondents was the commitment of senior management. Effective change management for user/customer was recognised as the second most important factor and having a champion to advocate and promote the ITSM framework was also highly favoured. Understanding of business needs was the fourth highest weighted score.

In addition to the factors provided, respondents recorded additional success factors: bringing in external hires that understand ITSM, and visibility of program of work.

Table 11: Importance of Success factors by weighted score

Success factors	Importance of success factors					Weighted Score
	1 (High)	2	3	4	5 (Low)	
Commitment from senior management	52	7	4	2	3	307
Effective change management for user/customer	28	26	11	0	2	279
Champion to advocate and promote the ITSM framework	22	33	10	3	0	278
Understanding of business needs	28	23	11	2	4	273

6 ITSM Effectiveness and Benefits – Survey Section E

In regards to perceptions held by respondents regarding the effectiveness of ITSM, a large group of respondents felt that it was too early to tell if their expectations were met (32%). As the respondents were attending the itSMF conference, it was not surprising that many reported a positive response when asked about their perceptions regarding the effectiveness of ITSM. As shown in Figure 6, ten percent of respondents reported that ITSM had exceeded their expectations, and a further 31 percent felt that ITSM had met their expectations. However, there was some dissent – ten percent were disappointed with the effectiveness of ITSM.

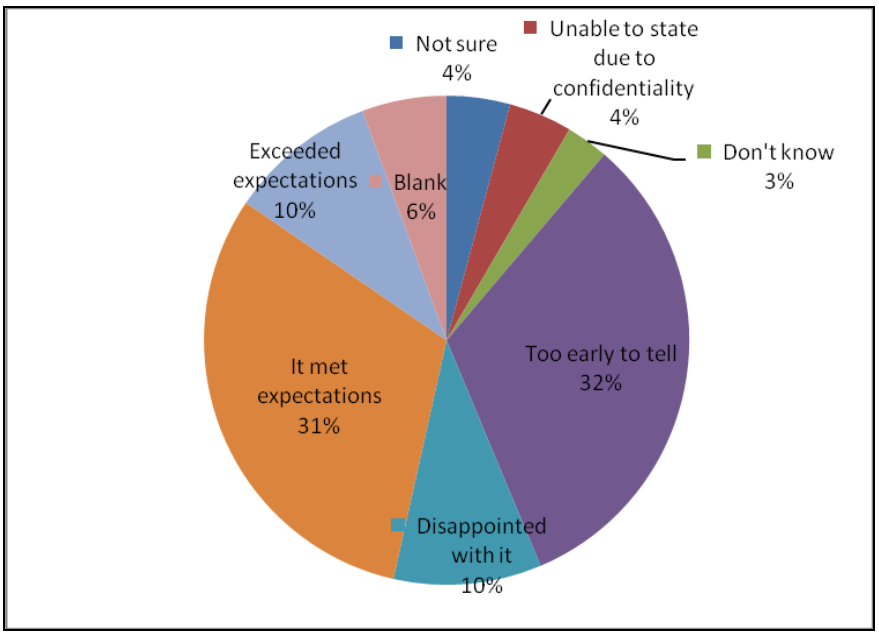

Figure 6: Perceptions of satisfaction with ITSM

Respondents were asked to consider nine statements related to benefits of ITSM and then record on a scale of 1 (highly) to 5 (low) the significance of the benefits to their organisation. Using the same coding for benefits as previously applied to the success factors, a five-point Likert scale was used to weight the responses from five for the highest significance to one for the least significant. From the total list of nine benefits, the most significant six benefits are shown in Table 12 with the complete list included in the appendix (Table A.2).

The most significant benefit selected by the respondents was that ITSM provides improved customer satisfaction, followed by improved response and resolution. Reduced cost per incident was followed by clear identification of roles and responsibilities. The fifth benefit is IT systems and applications availability followed by coordinated organisation-wide IT service in sixth position. The sequence of the rank order of the selected benefits is not the same as those selected by respondents in the 2007, 2008 and 2009 surveys. Another benefit was suggested as being important: improved team work.

Table 12: Perceived benefits of ITSM

Perceived benefits	Relative significance of benefits					Weighted Score
	1 (High)	2	3	4	5 (Low)	
Improved customer satisfaction	18	25	13	7	1	244
Improved response and resolution time	10	31	17	5	1	236
Reduced cost/incident	9	27	19	9		228
Clear indication of roles/responsibilities	7	25	22	9	1	220
Improved system/apps availability	7	24	24	7	2	219
Coordinated organisation-wide IT service	11	22	18	9	3	218

7 Training and itSMF Membership – Survey Section F

The survey enquired about the extent of ITSM training and certification undertaken by each respondent. As shown in Table 13, most of the respondents (94%) had achieved an ITSM Foundation certificate. At the intermediate level, more than one third had completed an ITSM Professional certificate (35%), and more than that proportion had achieved the ITIL Advanced/manager certificate (38%). A small number of respondents reported achieving certificates for non-ITIL training such as ISO/IEC 20000, CobiT, MOF, PMBOK, MSP and Prince2.

Table 13: Training and examinations

Training Qualification	Frequency	Percent
Foundation		
Foundation Certificate– Yes	67	94%
Foundation Certificate - No	1	1%
Foundation Certificate Framework – ITIL	62	87%
Foundation Certificate Framework - ISO/IEC 20000	5	7%
Other – CobiT, PMBOK, Prince 2, MSP, IT-SVM	10	14%
Blank	3	4%
Intermediate		
Intermediate / Professional Certificate – Yes	29	41%
Intermediate / Professional Certificate – No	24	34%
Intermediate / Professional Certificate Framework - ITIL	25	35%
Intermediate / Professional Certificate Framework - ISO/IEC 20000	2	3%
Other– Prince2, Audit	3	4%
Blank	18	25%
Advanced		
Advanced/Manager Certificate – Yes	29	41%
Advanced/Manager Certificate – No	28	39%
Advanced/Manager Certificate Framework – ITIL	27	38%
Other - Prince 2, MSP	2	3%

Most of the respondents (82%) are members of itSMF. Corporate membership is popular and held by 70 percent of respondents while 11% hold individual membership.

8 Other Comments – Survey Section G

Two respondents commented that they were new to their organisations and could not provide full answers. Another responded that "organisations still implement ITSM 'as part of the day job' with the result that it takes much longer, planning isn't as good as it should be, and people get stressed".

9 Survey Conclusions

In summary, the survey conducted at the 2010 itSMF National conference in Melbourne produced similar results as previous surveys (2005-2009). The team reverted to the practice of using one questionnaire for all delegates, rather than one for Corporate delegates and a different format for Consultants/Trainers. Use of a single questionnaire resulted in saving of time in scanning the forms, checking the scanned data, and analysing the results. As well, less paper was used and less waste occurred.

Many public sector organisations and private sector firms have adopted ITSM and are making substantial progress in implementing ITSM frameworks. Large government organisations, especially those with a large IT workforce are leading the implementation. The vast majority of people who responded to the survey have adopted the IT Infrastructure Library (ITIL) and are making substantial progress in implementing this framework. Priority has been given to implementing the service desk function, incident management and change management processes. Although operations management has shown a dramatic rise, other processes in V3 which were not in v2 continue to show low levels of awareness and adoption. Many organisations are also advanced in their implementation of Prince 2, Government standards, ISO 9001, Balanced Scorecard, and ISO/IEC 27001 (Information Security). In terms of Green IT initiatives, there has been a substantial increase in interest in virtualisation to reduce the number of servers.

The strongest motivating factor to implement IT Service Management is to improve the focus on IT service, followed by the objective to improve IT/business integration. The maturity levels of ITSM processes were generally rated at similar levels as last year with 40 percent reporting as defined (level 3) or above. Most of the respondents had completed ITIL foundation training and many have also achieved intermediate and advanced qualifications. It is not surprising that commitment from senior management is identified as the most critical factor for successful ITSM implementation, followed by effective change management for users and customers. Although one third stated it is too early to tell if ITSM has delivered benefits, 40 percent believe it has met or

exceeded their expectations, a slight drop from last year's survey. There was strong consensus that the major benefit of ITSM is improved customer satisfaction. Many further benefits have been realised including improved response and resolution, reduced cost per incident, and clarification of roles and responsibilities.

10 Survey Limitations and Closing Comments

As with any study, there are limitations to this research. As the data was collected only from attendees at the itSMF conference in Melbourne, the findings cannot be generalised to all Australian organisations. Further empirical studies are required to replicate this study in different contexts. It is possible that the data collected is skewed to reflect the views of organisations which have the financial resources to fund staff to attend the conference.

The preliminary analysis of the survey has consolidated the reference benchmark for the implementation progress of ITSM in Australian organisations. The dissemination of this research will better equip practitioners and consultants to understand issues related to IT service management and hence increase the potential for IT to sustain and extend the strategy and objectives of organisations.

Acknowledgements

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Appendix: Further tables summarising survey results

Table A.1: Corporate survey - complete list of success factors

ITSM Implementation Success Factors	Importance of success factors					Weighted Score
	1 (High)	2	3	4	5 (Low)	
Involvement of business staff	23	22	13	6	4	258
Sufficient funding for ITSM initiative	28	20	9	7	3	264
Effective change management for user/customer	28	26	11	0	2	279
Commitment from senior management	52	7	4	2	3	307
ITSM training provided for IT staff	11	30	20	4	3	246
Understanding of business needs	28	23	11	2	4	273
Sufficient allocation of IT staff to ITSM implementation	19	30	12	4	3	262
Champion to advocate and promote the ITSM framework	22	33	10	3	0	278
Ability of IT staff to adapt to change	16	35	12	2	3	263
Documentation and integration of processes	14	31	16	6	1	255
Other	1	2	1	1	2	20

Table A.2: Corporate survey - complete list of perceived benefits

Perceived benefits	Relative significance of benefits					Weighted Score
	1 (High)	2	3	4	5 (Low)	
Improved customer satisfaction	18	25	13	7	1	244
Better IT resource use	6	24	25	5	4	215
Improved IT service continuity	7	21	25	8	3	213
Improved IT employee productivity	7	16	27	12	2	206
Improved systems/apps availability	7	24	24	7	2	219
Reduced cost/incident	9	27	19	9		228
Clear identification of roles/responsibilities	7	25	22	9	1	220
Coordinated organisation-wide IT service	11	22	18	9	3	218
Improved response and resolution time	10	31	17	5	1	236
Other	2	2	1	0	1	22